

7 April 1948


MEMORANDUM FOR: ADBO

SUBJECT: Reports of Efficiency Ratings

1. Forwarded for your review are Reports of Efficiency Rating covering the performance of their duties by branch chiefs and staff members on whom ratings by me are due at this time. According to my standard certain of the individuals reported upon are overrated. I have revised my original ratings to this liberal standard after reviewing a very considerable number of ratings submitted by branch chiefs and others on their subordinates and finding the ratings generally too high. Two lines of action were open to me. To review carefully all reports prepared in Operations and attempt to bring them into line with a standard which I set would require a great deal of time and effort-- impractical at this time. I have taken the alternative action of attempting to conform throughout Operations to the liberal standard spontaneously set and avoid an injustice to any who would thus be underrated by more conservative reporters. To rate according to an excessively liberal standard is an injustice to the truly competent and in the end destroys the value of efficiency reports. However, at this particular time liberal efficiency ratings will do no harm to morale which can stand a stimulus.

2. I am discussing with Personnel the problem of establishing standards and appropriate uniformity in efficiency ratings. Although there is much literature on the subject there is little that is directly applicable to our business or that prescribes a realistic approach to comparative ratings. Obviously all chiefs of divisions should be rated under the same headings of the form. Further, an approach on a basis of comparison should be laid down such as in any unit a certain percentage should normally be considered excellent, very good etc. rather than rating individually in accordance with some vague and variable standard in the mind of the reporter. Steps to tighten up efficiency ratings will be taken without delay. However, the necessary standards cannot be set and the really helpful instruction cannot be issued in time to apply to this reporting period.

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Encl: 15

Efficiency Ratings (dup)

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